

SYLLABUS

Class meeting times:	<i>T 6th Period – 9th Period (12:50 PM – 4:55 PM)</i>
Room:	<i>FAC202 and Zoom</i>
Credits:	<i>4</i>
Instructor:	<i>Daniel Manley, PLA, LEED-AP, ASLA</i>
Office:	<i>431E ARC 352-294-1442 dpsmanley@ufl.edu</i>
Office hours:	<i>T 9:00 – 11:00 or by appointment (all office hours via Zoom)</i>
Canvas e-learning Website:	<i>http://elearning.ufl.edu</i>

Course Overview

Preparation for the professional practice and the understanding of the business of landscape architecture in private and public arenas.

Course Purpose

To familiarize students with the practice of landscape architecture in preparation for an entry level position in the public or private sector.

Prerequisite Knowledge and Skills

None

Course Objectives

By the end of this course, students will:

- *understand the types of offices in practice (private and public)*
- *learn the relationships of practitioners and firms*
- *understand office organization and areas of practice*
- *learn marketing techniques and styles of presentations*
- *develop skills in preparing effective proposals*
- *understand risk and professional liability*
- *learn general applications of law and contracts*
- *learn bid and construction phase responsibilities*
- *develop a general understanding of office finance*
- *understand concepts in leadership and organizational management*

Teaching Philosophy

To the greatest degree possible, class activities and assignments will simulate “real-life” professional practice and project management situations. This class will have a number of guest speakers from the profession to reinforce the concepts learned in class.

Instructional Methods

Course instruction will be a combination of lectures, readings, guest speakers, class discussion, group exercises, individual assignments, quizzes, and in-class work.

COURSE POLICIES

Class Attendance and Participation

- **Participation in class is critical.** Attendance is mandatory, and students are expected to arrive on time. Acceptable reasons for excused absences are as follows:
 - Illness
 - Serious family emergency
 - Special curricular requirements (e.g., judging trips, field trips, professional conferences)
 - Military obligation
 - Severe weather conditions
 - Religious holidays
 - Participation in official university activities such as music performances, athletic competition or debate.
 - Court-imposed legal obligations (e.g., jury duty or subpoena)
- If necessary, students shall be permitted a reasonable amount of time to make up material or activities covered in their excused absence; however, absences do not affect project deadline dates unless prior arrangements have been made.
- Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Class Demeanor

- For any online portion of the class, you are encouraged to keep your camera on during the lecture and critique portions of the class. It is helpful to the instructor and the learning experience.
- Please schedule an office meeting for any discussions regarding attendance, tardiness, and late assignments. Do not discuss these issues with the instructor while in the classroom, before or after.
- *Cell phones must be turned off during class.*

Submission of Student Work

All student work may be retained and used by the Department of Landscape Architecture. Digital copies of student work for this course must be turned in at the completion of each assignment. Please follow the directions given by the instructor as to how they will be submitted (e.g., Canvas, CD, PDF, word file, etc.). If an assignment is required to be scanned, it must be scanned; photographs of assignments are not acceptable. If a multipage PDF is requested, do NOT submit each page as a separate PDF. It must be submitted as one file. Point deductions on the assignment may result from not following submittal directions or providing incorrect submittal or file formats.

All files must be named as follows:

(Course#Name)(Project+Description)(Student-Lastname).(pdf)

Example:

6322ProjMgmtAssign01Smith.pdf

4ch 8ch 8ch 6ch (ch = letter characters)

- Use CAPS for Separation
- Save images in PDF format at a maximum 200 resolution
- *No spaces, hyphens, or underscoring*

Texts, Software and Other Resources

The following texts are required:

- *The Professional Practice of Landscape Architecture: A Complete Guide to Starting and Running Your Own Firm*, Second Edition, Walter Rodgers
- *Introduction to Leadership: Concepts and Practice, Fifth Edition*, Peter G. Northouse

The Professional Practice of Landscape Architecture is online in the UF Library system; however, you may want to consider purchasing the book as it is a good reference for the LARE. Other required readings will be made available as part of specific assignments.

You will be expected to bring your laptop to class. All students are required to have a laptop computer that meets the Department's computer requirement. The following software is required on your laptop:

- MS Office (Word, Excel and Powerpoint)
- Adobe Acrobat or Acrobat Reader

You will likely want to use the Adobe Creative Suite for portions of this course as well; however, this will not be needed for in-class assignments.

Course Materials and Class Recordings on Canvas

The digital course materials provided on Canvas (e.g., lectures, assignments, quizzes, et cetera) are provided for personal study and are not intended for distribution by electronic or other means. Further distribution or posting on other websites is not permitted.

Our class sessions may be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

Please note that not all class sessions will be recorded and copies of the PowerPoint slides will not necessarily be provided. Students should expect to attend class as required and take their own notes in class.

Communication

Students may contact the instructor via phone or email. Email is the primary communication method to contact the instructor outside of class time and office hours. Please use the email address listed above. Also, please only communicate with your instructor using your ufl.edu account or through the Canvas message system. Do not send emails from other accounts such as gmail.

UF POLICIES

Student Accommodations

Support services for students with disabilities are coordinated by the Disability Resource Center in the Dean of Students Office (352-392-8565, www.dso.ufl.edu/drc/). To obtain individual support services, each student must meet with a support coordinator in the Disability Resources Program who will work with the individual student and the instructor to determine appropriate support strategies. There is no requirement for a student to self-identify his/her disability; however, students with disabilities requesting accommodations should first register with the Dean of Students Office. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Appropriate documentation regarding the student's disability is necessary to obtain any reasonable accommodation or support service. Students with disabilities should follow this procedure as early as possible in the semester. Accommodations will be provided once the accommodation letter is presented to the instructor; accommodations are not retroactive.

Academic Honesty

The University requires all members of its community to be honest in all endeavors. When students enroll at UF they commit themselves to honesty and integrity. The faculty of Landscape Architecture fully expects you to adhere to the academic honesty guidelines you signed when you were admitted to UF. In completing the registration form at the University of Florida, every student has signed the following statement:

"I understand the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University."

Furthermore, on work submitted for credit by all UF students, the following pledge is either required or implied:

"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is to be assumed that all work will be completed independently unless the assignment is defined as a group project by the instructor. This does not mean that students cannot help one another in learning material, but all work that is turned in must be independent work of that individual.

Misrepresentation or plagiarism, such as claiming another's work to be one's own, refers to graphic, images, and design work as well as written work. Submitting work from one course to fulfill the requirements of another (unless expressly allowed by the instructor) is also misrepresentation.

The University Honor Code and the Department of Landscape Architecture Academic Honesty Policy are to be followed to the letter. Any students found to have cheated, plagiarized, or otherwise violated the Honor Code in any assignment will be punished according to the severity of the act and may be referred to the Honor Court. It is each student's responsibility to report any infraction, and it is expected that each faculty will report all infractions as well.

For more information, see <http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/> and the Department of Landscape Architecture Academic Honesty Policy.

Netiquette: Communication Courtesy

All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions and chats. For a description of what is expected and what will occur as a result of improper behavior see the University's [Netiquette Guide for Online Courses](#).

Religious Holidays

The university calendar does not include observance of any religious holidays. The Florida Board of Governors and state law govern university policy regarding observance of religious holidays. Students shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith with prior notification to the instructor. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances.

GETTING HELP

For issues with technical difficulties for E-learning in Canvas, please contact the UF Help Desk at:

- Learning-support@ufl.edu
- (352) 392-HELP - select option 2
- <https://lss.at.ufl.edu/help.shtml>

Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

Counseling Resources

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

GRADING POLICIES

Course grades will be based on problem solving skills as they relate to the accomplishment of the objectives. Grading will adhere to the University of Florida Grade Policy:

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E
Numeric Grade	100-93	92-90	89-87	86-83	82-80	79-77	76-73	72-70	69-67	66-63	62-60	59-0
Quality Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	0.67	0.0

For greater detail, see the Registrar's Grade Policy regulations at <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.

As per department policy, Landscape Architecture Majors must receive a C or better to move forward. Any grade lower than a C will require that the course be taken over again.

ASSIGNMENTS AND QUIZZES

Students will be evaluated based on assignments the below. Course grades will be based on the following approximate weighting (subject to change):

Description	Percentage of Total Grade
A01 – Honing the Power Skills	15%
A02 – Building the Business	15%
A03 – Winning Jobs and Writing Contracts	15%
A04 – Performing the Work	15%
A05 – Leadership	15%
In-Class Activities	10%
Leadership Activities	5%
Final Quiz	10%
Total Assignments	100%

Assignments are expected to be submitted by the specified due date. If no prior arrangement is made with the instructor for a late submittal, the maximum points that the student can earn for the assignment will be reduced by 4% for every day it is late. For example, if a 100 point assignment is two days late, the maximum points that the student can receive for the assignment is 92 points (i.e., 92% of 100 points). If the student receives the equivalent of an 85% on the assignment, the student would receive 78.2 points (85% of 92 points). Assignments that are five days late or more will be graded out of 80% of the total points of the assignment. Late assignments will be accepted on or before the last day of class. A grade of zero will be given until the assignment has been turned in.

In-class activities are routinely assigned and accomplished during class times. Leadership Activities are routinely assigned and may be accomplished during and outside of class times. Activities are to be uploaded to Canvas. Timely submission of activities is included as part of the activity rubric and the above late policy is not applicable. Activities should be anticipated weekly and are not listed on the weekly course schedule.

A due date and time will be provided for every assignment, and an assignment is considered a day late if it is submitted after the specified date and time. The deadline is a hard deadline; no exceptions will be made for scanning, computer related issues, uploading, et cetera. Assignments are considered an additional day late every 24 hours from the due date.

Assignment submissions may be updated and re-uploaded to the Canvas site as needed prior to a submittal deadline. Once the deadline has passed for an assignment and a submission has been made, additional submittals are not guaranteed to be accepted. If the updated, late submittal is accepted, the entire submittal will be considered late and points will be deducted based on the date of the late submission. In addition, it is the student's responsibility to ensure that a submission is complete; missing items will not be given credit.

Evaluation of Faculty

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

LAA 6322 - Weekly Course Schedule (subject to change)								
Wk	Date	Module	Topic Detail	Assignment Assigned	Assignment Due	Textbook Readings	Leadership Readings	
1	12-Jan	Course Intro	Intro, Profession Overview, Project Management Essentials			Note: readings listed are only from textbook. Other req'd readings may be provided in individual assignments	Chapter 1	
			Leadership Module Introduction					
2	19-Jan	Module 1 Honing the Power Skills	Communication and Presentation Essentials, Time Management, Networking	A01 - Honing the Power Skills			Chapter 2	
			Leadership Overview					
3	26-Jan		Entering the Profession – Job Interview Process <i>Guest: Jay Hood – SM&E</i>					Chapter 3
			Leadership Traits					
4	2-Feb		Recent Graduate Panel (TBD) Soft-skills Presentations (part of A01)		A01 – Presentations			Chapter 4 and Managerial Grid (ARES)
			Leadership Styles					
5	9-Feb		Starting Your Own Business <i>Guests: Elisabeth Manley- Manley Design & David Barth – Barth Associates</i>	A02 - Building the Business	A01 - Honing the Power Skills		The Professional Practice of Landscape Architecture Chapters 5 and 6	Chapters 5 and 6
6	16-Feb	Leadership Guest Speaker						
		Accounting Concepts for LAs			Chapter 7			
Behavioral Leadership								
7	23-Feb	Financial Management for LAs						
		Leadership Skills and Strengths						
8	2-Mar	Marketing <i>Guest: TBD</i>	A03 - Winning Jobs & Writing Contracts	A02 - Building the Business	The Professional Practice of Landscape Architecture Chapters 4, 8, 9, and 11	Chapter 8		
		Leadership and Organizational Culture (Vision)						
9	9-Mar	Marketing				Chapters 9 and 10		
		Leadership and Organizational Culture (Constructive Climate)						
10	16-Mar	The Client-Consultant Relationship <i>Guests: Ken Cheek - FDOT and EJ Bolduc - CHW</i>				Chapter 11		
		Leadership and Organizational Culture (Diversity and Inclusiveness)						
11	23-Mar	Contracts, Law & Liability	A05 - Leadership			Chapter 12		
		Leadership and Organizational Culture (Handling Conflict)						

LAA 6322 – Weekly Course Schedule Cont'd (subject to change)							
12	30-Mar	Module 4 Performing the Work	Project Management <i>Guest: TBD</i>	A04 - Performing the Work	A03 - Winning Jobs & Writing Contracts	The Professional Practice of Landscape Architecture Chapters 10	Chapter 13
			Organizational Leadership: Ethics				
13	6-Apr		Project Tracking				
			Achieving Organizational Goals				
14	13-Apr		Project Approvals & Post Design Services <i>Guests: Nicole Plunkett – Cotleur & Hearing and Tom McMacken – Dix.Hite + Partners</i>	Final Quiz Open	A05 - Leadership		
			Leadership Presentations				
15	20-Apr		Ethics, Licensure, and the Profession <i>Guests: Members of ASLA Florida Executive Committee</i>		A04 - Performing the Work and Final Quiz Closed (open through finals period)		
			Leadership Module Wrap-up				